

EXERCISE 1: HR System Implementation Stakeholder Impact Assessment (Answer Key)

Stakeholder	Impact	Current State on Change Curve	Desired State on Change Curve	Suggested Action Required
IT Sponsor(s)	Med	Buy-in	Buy-in	<ul style="list-style-type: none"> Educate on impact to other organizations/teams
IT Mgmt	Med	Understand	Buy-in	<ul style="list-style-type: none"> Assess any stakeholder breakouts w/in IT Develop Comms & Training Plan for IT. Identify “Change Agents” to help move the org forward.
IT Employees	Med	Understand	Accept	<ul style="list-style-type: none"> Educate on impact to other organizations. Conduct Training.
HR - VP	High	Aware	Buy-in	<ul style="list-style-type: none"> Bring VP up-to-speed and ask for SMEs and/or change agents within his/her org. Include in future SC meetings. Develop Comms Plan for HR. Develop Training Plan for HR.
HR – Kevin Jones	High	Unaware	Buy-in	<ul style="list-style-type: none"> Meet w/ 1:1 to assess his understanding of role and level of engagement. Involve in change management, comms and training planning.
HR Mgmt	High	Unaware	Buy-in	<ul style="list-style-type: none"> Bring Mgmt up-to-speed on project and impact to their employees. Identify “Change Agents” to help move the org forward. Provide “Day in the Life” training and Q&A support. Develop Training Plan for HR.

EXERCISE 1: HR System Implementation Stakeholder Impact Assessment (Answer Key, cont.)

Stakeholder	Impact	Current State on Change Curve	Desired State on Change Curve	Suggested Action Required
HR Employees	High	Unaware	Accept	<ul style="list-style-type: none"> • Bring employees up-to-speed on project and impact to their jobs. • Provide “Day in the Life” training and Q&A support. • Develop Training Plan for HR.
Field Offices - VP	High or Medium	Unaware	Buy-in	<ul style="list-style-type: none"> • Bring VP up-to-speed and ask for SMEs and/or change agents within his/her org. • Include in future SC meetings. • Develop Comms Plan for Field Offices. • Develop Training Plan for Field Offices.
Field Offices - Mgmt	High or Medium	Unaware	Buy-in	<ul style="list-style-type: none"> • Bring Mgmt up-to-speed on project and impact to their employees. • Identify Change Agents. • Provide “Day in the Life” training and Q&A support. • Develop Training Plan for Field Offices
Field Offices - Employees	High or Medium	Unaware	Accept	<ul style="list-style-type: none"> • Bring employees up-to-speed on project and impact to their jobs. • Provide “Day in the Life” training and Q&A support. • Develop Training Plan for Field Offices
Change Agents (HR, IT & Field Offices)	High	Unaware	Buy-in	<ul style="list-style-type: none"> • Develop Change Mgmt Strategy • Design talking points • Conduct Change Agent Training • Develop and launch Org Readiness Tools

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Other Possible Stakeholder Groups:

- Unions
- External agencies, contractors, suppliers, etc.

Other Considerations:

- Pending discussions with Kevin Jones, you may require a different Management contact into HR if he is unable to accept and sponsor the additional change.
- Given that the Field Offices have no representation on the current Steering Committee, it would be worthwhile to further explore and understand the impact to this organization.

EXERCISE 3: HR System Implementation

Change Planning (Answer Key)

Change Planning Exercise [15 minutes]

- ❑ [5 mins] On the following sheet, identify major activities that you recommend performing for this project. *Hint: Use Change Planning Activities sheet for ideas.*
- ❑ [10 mins] For each activity, identify potential pitfalls and key success indicators.
- ❑ [5 mins] Volunteer table will present ideas to the larger group.

Phase	Change Process	Tools	Pitfalls to Avoid	Success Indicators
Initiate	<ul style="list-style-type: none"> • Establish a sense of urgency. • Form a powerful guiding coalition. 	<ul style="list-style-type: none"> • SWOT analysis • Team and Governance structures • RACI 	<ul style="list-style-type: none"> • Underestimating the difficulty of driving people from their comfort zones 	<ul style="list-style-type: none"> • 75% of managers / supervisors believe a change must occur
Assess	<ul style="list-style-type: none"> • Create and communicate the vision 	<ul style="list-style-type: none"> • Roadmap and Guiding Principles • Stakeholder impact analysis & plan • Change curve • Communication plan 	<ul style="list-style-type: none"> • Putting the wrong leader in charge • Not communicating the vision 	<ul style="list-style-type: none"> • Vision is clear • Roles and governance are clearly defined • Impacts understood
Design / Develop	<ul style="list-style-type: none"> • Empower others to act on vision • Plan and create short term wins 	<ul style="list-style-type: none"> • Training and curriculum plans • Power users • Communications 	<ul style="list-style-type: none"> • Training focuses on technology • Support not well planned 	<ul style="list-style-type: none"> • Users demonstrate proficiency
Deploy	<ul style="list-style-type: none"> • Consolidate improvements and create more change 	<ul style="list-style-type: none"> • Readiness assessment 	<ul style="list-style-type: none"> • Mistaking excitement for understanding and acceptance 	<ul style="list-style-type: none"> • Stakeholders can articulate change impacts
Close	<ul style="list-style-type: none"> • Institutionalize new approaches 	<ul style="list-style-type: none"> • Assessment or scorecard evaluation • Celebrations 	<ul style="list-style-type: none"> • Assessing once after go-live, and not checking for long term change 	<ul style="list-style-type: none"> • New behavior is adopted in the long term